

ACHIEVING YOUR VISION

WHO WILL PLAN AND OVERSEE YOUR PROJECT?

A condition of an AB 198/237 grant is to develop a Project Management Plan to be approved by the Technical Assistant to the Board for Financing Water Projects prior to the execution of the Funding Agreement. Project Management is the process by which a qualified person or persons provide leadership throughout the various phases of a project (planning, design, and construction) to represent the interests of the grantee including the cost, time, quality, and safety aspects of the project for the grantee.

The Project Management Plan must identify the person or persons, not those who prepared the Preliminary Engineering Report or design, which, as an employee, agent or independent contractor of the grantee, will help manage the risk and associated liability of the project and may be authorized by the grantee to:

1. Act on behalf of the grantee with respect to contract matters, including overview of the design and construction phases of the project as well as providing representation and guidance throughout the process.
2. Transact business with grantors, lenders and the contractors for engineering and construction services on behalf of the grantee.
3. Render an account of the project management activities.

The Project Management Plan must address effective planning, grant, loan and contract management, cost effectiveness, cost estimating, administrative controls, compliance with local, state and Federal laws and regulations, engineering and construction contract modifications, claims review and reduction, multiple engineering and construction contractors, quality of services provided by engineering and construction contractors, value engineering, bid ability, constructibility, operability and environmental reviews, schedule control, site safety, construction planning and budget control.

Topics of consideration in a Project Management Plan include the who, what, where, when and how associated with the cost, time, quality and safety aspects of the project.

- A. Program Management (management of the project not the delivery of design and construction services)

Grant, loan and contract management

Governing body of the grantee

Management team

-level of expertise in design and construction

-accountability (who's in charge, who's responsible)

Existing staff – managerial, technical, financial (in-house capability)

Staff needs – managerial, technical, financial

Project Manager – an employee, agent or independent contractor

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Project definition and development of overall contracting strategy for planning, design, construction, project management and construction management
Project complexity and uniqueness

Selection of engineers

Scope of work, contract type, request for qualifications, negotiation, award
Contract management – administrative, financial, changes, disputes
Review of 30%, 60%, 90%, 95% and 100% designs and cost estimates
Errors and omissions, peer review, coordination of design comments
Value engineering, bid ability, constructibility, operability and environmental reviews

Budget development and cost tracking

Conceptual estimating, life cycle cost, budget, interim financing
Construction market surveys, capital improvement budget, depreciation

Multi-project planning

Development and implementation of engineering and construction contractor quality assurance program.

Inspection, engineering, project management and construction management
Procedures and standards

Laws and regulations relative to engineering, construction and inspection.

Develop design standards and guidelines

Analysis of the design, value engineering

Implement management information and reporting systems

B. Pre-Construction – development of design document, pricing and scheduling

Budget development

Cash flow analysis

Design management/progress monitoring

Procurement strategy/long-lead item prioritization

Bid document review and preparation

Performance and payment bonds

Analysis of alternatives and substitutions

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Pre-qualification, pre-bid conferences, bidding and negotiation, bid evaluation

Document review, Supplemental documents

Project phasing

Master schedule development

C. Construction Management

Project controls

Correspondence, submittals, pay requests

Pre-construction conference and other meetings

Field supervision

Government agency permits/approvals

Long-lead item procurement

Construction contract procurement and administration

Schedule of values

Engineering and construction contract modifications

Change order review, negotiation and processing

Changed conditions

Errors and omissions

Contractor claims review, negotiation and reduction

Contract interpretation and decisions

Schedule and cost analysis

Communications

Construction scheduling, review and coordination

On-site quality control, testing and inspection

Role of the designer

Conformance to plans and specifications, non-conforming work

System start-up, personnel training, and final turnover

Operation and maintenance manual

Equipment instructions, Warranty review

Construction labor relations

Monitor job-site safety programs

Project Closeout, Final project report, as-built documents, and final audit